



PERSONNEL DEMO

CECOM Science & Technology (S&T) Reinvention Lab

Issue 1

January 9,

WELCOME... This is the premier edition of the US Army CECOM Science & Technology (S&T) Reinvention Lab Personnel Demonstration Project Newsletter. It will be published bi-monthly, by the **Workforce Communication Team**, to keep employees of the Research, Development and Engineering Center (RDEC), the Software Engineering Center (SEC), and the Information Systems Engineering Command (ISEC) informed of the status of our project.

Also, additional people from the RDEC, SEC and ISEC are working on three other teams to make this project a success. The first team, the **Performance Management Team**, is concerned with examining options for a new performance management (appraisal) system. The second team is the **Pay and Classification Team**, whose task is to form Career Families based on occupational groupings and combine the current fifteen GS grades into broad pay bands for each family. **Staffing and Employee Development** is the third team that was formed to identify ways to provide more flexibility in hiring and training.

The team members and their respective Directorates are listed on the last page of this newsletter. Also, in this edition and subsequent editions, we will highlight a particular team, beginning with the Workforce Communication Team. This will enable each and everyone to have a better understanding of what each team is all about.

First, we will begin with some frequently asked questions about the Personnel Demo Project:

What is the Demo Project?

A demo is an opportunity to test changes in personnel practices or

procedures that result in improved Federal personnel management.

It is a rare opportunity to alter the civilian personnel system under which the Army laboratories operate. The authority to conduct personnel demonstration projects and waive existing personnel laws was part of the Civil Service Reform Act of 1978. This authority permits us to waive certain civil service laws and regulations, except those applying to leave, benefits, merit principles, equal opportunity and limitations on political activity.

At the forefront of reinventing Government are Reinvention Laboratories. Laboratories are federal government organizations and activities across the United States that have volunteered and been recognized to lead the transformation of government into the next century. Throughout DoD a number of organizations have been designated as DoD S&T Reinvention Laboratories. This includes CECOM plus 15 other Laboratories. Along with the designation as an "S&T Reinvention Lab" comes the authority to conduct personnel demonstration projects specifically geared to test changes in personnel management practices or procedures.

It is important to note that the S&T Personnel Demo Project is not associated with BRAC, downsizing, Reduction in Force (RIF), or reorganizations.

What is the history of the Personnel Demo?

Long before anyone talked of reinventing government, many people had come to regard the federal personnel system as antiquated, rigid and unresponsive. Nearly two decades ago, the idea of improving personnel management through a series of small-scale "live" experiments was conceived.

The Navy was the first agency to conduct a formal Personnel Demonstration Project. It is often referred to as the “China Lake” project and remains the most widely known demonstration project. It was designed to reform both the classification and compensation system. Begun in 1980, at two Navy research labs in China Lake and San Diego, CA, the experiment initially covered 5,000 employees. The two labs pioneered the concept of broad banding (reducing individual GS grades to five pay bands), generic job classification standards and the concept of pay for performance. Their objective was to improve recruitment and retention of high performers by streamlining the personnel system and delegating more authority to managers.

Who is managing our S&T Personnel Demo?

The S&T Personnel Demo is being led by Tom Sheehan, Associate Director for Operations. Assisting Mr. Sheehan, on a full-time basis, is George DeCastro, Program Analyst, Business Analysis office. Mr. DeCastro is located in Room 2C138, Myer Center. In addition, a cross-section of fifty employees throughout the RDEC, ISEC and SEC at Fort Monmouth, Fort Belvoir and Fort Huachuca are working part-time on different teams supporting this project.

What’s the difference between the Acquisition Demo and the S&T Demo?

In the last few years Personnel Demo Projects have been cropping up throughout DoD and in other Federal Agencies. There are a number of demo projects in operation or in the planning stages throughout the Navy, Air Force and Army.

At CECOM there may be two personnel demonstration projects going on at the same time, the Acquisition Workforce Demo and the Science & Technology (S&T) Reinvention Lab Demo.

The scope of the S&T Reinvention Lab Personnel Demo includes all CECOM employees of the RDEC, SEC, and ISEC. If you are an employee of any of these organizations, you are covered by the provisions of the S&T Demo plan, even if you are a member of the Acquisition Corps.

The scope of the Acquisition Personnel Demo includes all other CECOM employees. Of course it’s important to note that both personnel demo plans are subject to final negotiations and approval by the Unions, representing segments of the CECOM workforce.

One of the major differences between the two plans, at this point, is in how they were developed. The Acquisition Personnel Demo Plan was developed by a DoD level Process Action Team composed of managers from each of the military services and other DoD agencies. The plan has been standardized for implementation at sites throughout the Air Force, Army, Navy, Marine Corps, Defense Information Systems Agency and Defense Logistics Agency. It is envisioned to be the largest personnel demo project ever undertaken in the federal government.

The S&T Personnel Demo plan is still evolving and is being developed by teams of employees and managers throughout the organization. While the particulars of each plan may differ, these two plans and most personnel demo plans share many of the same goals and objectives to modernize the personnel system. We will provide you with particulars as they evolve.

What have we done so far...

- Briefed RDEC Directors, Senior Managers, Union Officials (Fort Monmouth, Fort Belvoir, Fort Lee and Fort Huachuca)
- Briefed RDEC Workforce at Fort Monmouth, Fort Belvoir and Fort Huachuca
- Set up Demo “Design Teams” at Fort Monmouth, Fort Belvoir & Fort Huachuca
- Dr. George Abrahamson (former Chief Scientist for the Air Force) briefed Demo Teams and managers on 21 Nov. 97. He described a model of performance management called the “Contribution-Based Compensation System.” The system has been used successfully at the Stanford Research Institute (SRI) and is the Performance Model adopted by both the Air Force Laboratories and the Acquisition Workforce under their Personnel Demonstration Project.
- MG Brohm addresses the workforce via Video on Personnel Demo Projects (tape available for viewing at every Directorate’s Admin Ofc.)

How is the Project progressing?

Back in April, Tom Sheehan started with briefings to Directors, Senior Managers and Union Officials on the concept of a Personnel Demo Project and what it could mean to this organization. Throughout the summer/fall he took the briefing on the road to the RDE workforce at Fort Monmouth, Fort Belvoir and Fort Huachuca.

Following that series of briefings, employees volunteered to actively

participate in the design and development of the Personnel Demo Plan. Teams were set up at Fort Monmouth, Belvoir and Huachuca to look at a new performance appraisal system, a simplified classification process, combining GS grades into broad pay bands, flexibility in recruiting E&S interns, expanding training and developmental opportunities and so on.

As each team develops its proposal they will brief groups of Senior Managers and build consensus. We have also invited the active participation of our Unions.

Following this step we’ll staff a draft plan for review and comment by P&T, Legal and the RDE workforce. Our communications team has plans to put all future documents on the “net” for easy access.

The next level of reviews come from AMC, DA, the Office of the Secretary of Defense and finally the Office of Personnel Management. Ultimately our plan is published in the Federal Register, followed by public hearings and a final Federal Register Notice. Concurrently we will also be involved with final negotiations with our Unions. If all goes well, following the final Federal Register Notice we are ready to begin. It’s difficult to say exactly when that will be, but we’re projecting at the earliest Fall 98 or early (January-February) 1999.

Once our plan is implemented, this will guide the way we conduct personnel management for a minimum of 5 years. This is important as it could affect all RDE employees except for SES, Federal Wage System, and Civilian Intelligence Personnel Management System (CIPMS) employees.

Upcoming Events

In the next issue, we will highlight the Pay and Classification Team and inform you of the progress they have made.

HIGHLIGHT - *The Workforce Communications Integrated Process Team (IPT)*

For the successful implementation of the S&T Personnel Demo Project, it is important that information is made available to the workforce on a current and on-going basis. That's where the Workforce Communications Team comes into play. The team will be using the newsletter, e-mail messages, the web page (expected to be up and running sometime in February), and briefings to get the word out.

The Workforce Communications Team consists of the following individuals:

Karen Ryder - Hqs - (LEAD) DSN 987-4106
Douglas Wong - C2SID
Jeffrey May - C2SID
Michael Gruen - I2WD
Bud Carbonaro - NVESD
Cathy Sharkey - S&TCD
Jenane Baidy - SEC

Above team members will also be reporting on the progress of the Performance Management Team, Pay and

Classification Team and the Staffing and Employee Development Team in subsequent issues of the newsletter.

Your feedback is critical to the success of this project. The team is setting up an anonymous message service for your questions, comments and suggestions. Any message sent to this future address will have all identification automatically removed, so long as you do not put any identification in the text or subject of your message. The team will forward your questions to the person(s) best able to answer them. The team will periodically post the most frequently asked questions with answers on the RDEC General Interest Bulletin Board, our future web page and in the newsletter. Every attempt will be made to address your issues and concerns through the different media available. Your opinions count!

Look for cc: mail address and Internet connection to be posted on RDEC General Interest Bulletin Board.

PERSONNEL DEMO

The Personnel Demo Newsletter is an unofficial publication authorized under the provisions of AR 360-81. It is published bi-monthly for employees of the CECOM Research, Development and Engineering Center, Software Engineering Center and the Information Systems Engineering Command, to create a better understanding of the S&T Personnel Demo. The views and opinions expressed in this newsletter are not necessarily those of the Department of the Army.
(Circulation 4,000)

Editor - Karen Ryder

SCRAMBLE

Unscramble these four words, one letter to each square, to form four ordinary words.

UUTFER

□ □ □ □ □ □

SIVINO

□ □ □ □ □ □

ENGAHC

□ □ □ □ □ □

RYPDOA

□ □ □ □ □ □

What the lost Government employee needed?



Now arrange the circled letters to form the surprise answer, as suggested by the above cartoon.

A □ □ □ □ □ □ □ □ □ □

(answer to appear in next edition)

Members of Additional Teams

Performance Management Team

David Ruppe - ASD
Mari Kovach - I2WD
Joel Heidelberg - SEC
Pat Loftus - SEC
Diane Bruno - SEC
Bonnie Hegarty - S&TCD
Owen O'Neill - NVESD
Helen Marinus - C2SID (Lakehurst)
Ralph Simon - C2SID (Lakehurst)
Juanie Uribe - NVESD (Belvoir)
Joan Tracy - SEC (Belvoir)
Don Terrill - SEC (Belvoir)
James Lucas - C2SID (Belvoir)
Martha McCaslin - NVESD (Belvoir)
Bobbi Wells - NVESD (Belvoir)
Kathy Frantz - Y2K Lab (Belvoir)
Jack Ainsworth - ISEC (Huachuca)
Randy Devine - ISEC (Huachuca)
Katharina Criscuolo - ISEC (Huachuca)
Linda Blake - ISEC (Huachuca)
Cheryl Gillespie - ISEC (Huachuca)
Carolyn Dawson - ISEC (Huachuca)
Paul Miller - ISEC (Huachuca)
Floyd Williams - ISEC (Huachuca)
Pete Criscuolo - ISEC (Huachuca)
John Kimbell - ISEC (Huachuca)
Carol Lewis - ISEC (Huachuca)
Mike Rizzo - ISEC (Huachuca)

Pay and Classification Team

Roger Weist - Hqs
Adam Bogner - I2WD
Sue Kelsey - I2WD
Anne Silverman - SEC
Jay Kurowsky - SEC
Jeff Zovak - SEC
Marlene Califano - S&TCD
Michelle Carver - C2SID
Kathleen Osborn - C2SID
Keith Dugas - NVESD (Belvoir)
Al Wedemeyer - NVESD (Belvoir)
Don Jenkins - NVESD (Belvoir)
Susan Sexton (Y2K Lab) (Belvoir)
Charlie Cornet - ISEC (Huachuca)
Mike Rizzo - ISEC (Huachuca)
April Lankford - ISEC (Huachuca)
Kent Land - ISEC (Huachuca)
Elton Green - ISEC (Huachuca)
Janet Crowley - ISEC (Huachuca)
Ray Faubel - ISEC (Huachuca)
Ilse Wiedemann - ISEC (Huachuca)
Connie Hodges - ISEC (Huachuca)
Gloria Perry - ISEC (Huachuca)

Staffing and Employment Development

Steve Wallner - I2WD
Robert Schenk - S&TCD
Milton Eng - C2SID
Mark Hancox - S&TCD
Brian Drummond - SEC
Lynn Lynn - S&TCD
Veronica Frank - Hqs
Page Fisher - Hqs

*Change your thoughts and
you change your world.*

Norman Vincent Peale